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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Operations School
 VIA : Chief, Headquarters Training
 FROM : Chief Instructor, Clandestine Services
 Review Course
 SUBJECT: Final Course Report - Clandestine Services
 Review Course No. 30

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Synopsis:

1. Subject course was given 26 September - 7 October 1960. Thirty-three students representing a wide range of geographic areas were enrolled. The SR Division with eight students and the EE and FE Divisions with five each led the enrollment. Thirty of the thirty-three students were recent returnees from overseas. The average length of tour was approximately forty-two months. Mr.

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██████████ recently Chief of Station, ██████████, and now Deputy Chief, WE, was the ranking member of the class. The following is a breakdown of the class by area division and by grade.

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<u>AREA</u>	<u>GRADE</u>
SR - - - - - 8	GS-16- - - 1
EE - - - - - 5	GS-15- - - 1
FE - - - - - 5	GS-14- - - 7
WE - - - - - 2	GS-13- - - 6
AF - - - - - 2	GS-12- - - 11
NE - - - - - 2	GS-11- - - 5
SSA- - - - - 2	GS-08- - - 2
IO - - - - - 2	
CABLE SEC- - 2	TOTAL- - - 33
WPS- - - - - 1	
TSD- - - - - 1	
RID- - - - - 1	
TOTAL- - - 33	

Program:

2. There were sixty-six scheduled speakers in the course. Six speaker substitutions were made due to priorities, illness or other commitments. Several speakers were called to ██████████ on TDY 25X1A6a because of the extraordinary UN session. ██████████ scheduled to speak for WH on operations in newly emergent areas was called out of the country. ██████████ Acting Chief, WH, was unable to appear himself or to send a substitute. Several students noted in their critiques

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25X1A9a that we failed to give them the WH picture despite the last minute effort to get a substitute speaker which was explained to them. Future courses will schedule a WH speaker. One scheduled speaker, [REDACTED] a member of the class, gave an outstanding talk. He will be asked to give this talk in future presentations of the course. Mr. Kirkpatrick appeared earlier in the course due to a scheduled departure overseas. His talk, which can be adjusted anywhere in the schedule, was most effective. His sincerity in noting that this Agency is a vital factor to the security of our country and that he would certainly advise his son or close friends to accept jobs in the Agency was a big boost to the morale of the class, particularly to those awaiting desk assignments. Several students commented orally to the Chief Instructor that for the first time they felt encouraged as participants in a worthwhile job and as associates in an important government agency. Mr. Amory came as the first speaker on the second day. The class had not warmed up to Mr. Amory as he was not in his usual spot to close the DD/I block of instruction. He nevertheless fielded expertly questions batted to him. Mr. Amory was pleased with the response but he realized that it would have been more lively had the questions been more substantive. He hoped to return to his regular "clean up" position in the next course. [REDACTED] supplied a fitting climax to 25X1A9a the DD/P block of instruction with realistic and hard hitting answers to student questions submitted to him in advance. The talk by the DTR was provocative and unfortunately was far too short for the group. Several students commented orally that they wished they might have had time to question DTR. They appreciated the frankness and objectivity of the presentation. [REDACTED], FE Division, had recently 25X1A9a been rejected from a Chinese language program and he especially was interested in DTR's remarks.

25X1A 3. By chance, and indeed providentially, [REDACTED] 25X1A9a Acting Chief, Central Cover Group, gave the closing talk in the course. He was enlightening with complete frankness. [REDACTED] 25X1A9a personally knew most of the students and quickly established rapport on a first name basis. He was questioned formally beyond the normally scheduled period and informally for about 15 minutes thereafter. His talk was an ideal one on which to close the course. He has suggested to the Chief Instructor that since the Commercial Staff is integrated with the DD/P, a speaker from that staff should be added to the course. [REDACTED] [REDACTED] will be asked to speak.

25X1A9a Student Performance:

4. There is little evidence on which to base a sound estimate of student performance as no review or quiz is given in the course. Student attitudes through two weeks can better be judged. The class was attentive,

it was active in asking questions and in taking part in the discussions. Student critiques indicated unanimously that the course requirements were met. Adverse criticism was negligible dealing mainly with suggestions of reallocating speaker time. Personal preferences, as usual, dominated the suggestions. These comments, however, appeared to balance out. What seemed overly emphasized to one was underemphasized for another. One student, [REDACTED] employed in the Agency for over nine years and with little or no training had this to say.

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"... I believe there are many employees buried away in the dark corners of these buildings that were nurtured and trained during the helter-skelter snow job period prior and during the OPC days. They developed their work habits and general impressions during this time."

"... I believe the CSR should be of interest to all Agency personnel, but in particular I would recommend it to those engaged in support activities on the lower levels. An employee that has become stagnated in his own specialty for a decade or more may have become a real expert, may be as smooth as a cog in the wheel of government. A smooth running machine does not always pull the heaviest load. Thus, an employee with no initiative or spark may not contribute what is actually necessary to the overall effort."

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5. [REDACTED] the ranking student's remarks, also indicated satisfaction judging from the following.

"I think that in general it is an excellent course and I shall certainly do my best to make returnees take the course. . . ."

Conclusion and Recommendations:

6. The finding of additional hours in an already jam-packed ten-day schedule will require the microscopic review of the course. By paring lectures or combining lectures we may turn up an hour or two for additional topics. We believe a resume of the DCIDs that have been written since most of the returnees left for the field could be added. Certainly the WH area and a short talk on the Commercial Staff need a spot in the program. As we give some time to certain speakers in AF, NE, EE, Soviet and [REDACTED] operations, consideration will also be given to the possible addition of time to speakers from Western Europe and Southeast Asia.

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Attachments

- A - Course Schedule
- B - Student Roster

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